

## Public Value of “Anak Itah” Program Innovation in Palangkaraya City

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### Abstract

*Excellent public service is very important in the new normal life, especially in Palangka Raya City. The purpose of this study is to describe the public value of “Anak Itah” program. This program is an innovation of public service presented by the Regional Population and Civil Registry Office of Palangka Raya City. This innovation is a priority birth certificate service for people who give baby birth in hospitals that cooperate with the office. For those given priority 3-in-1 service (birth certificate, family card, and child identity card) directly at the hospital. Philosophically the word “Anak Itah” is derived from the Dayak Language which means ‘Our Children’. This study uses the public value concept as an analysis tool using qualitative methods through interviews, observation, and documentation as the data collection. The study results show that the performance implementation of “Anak Itah” program provides ease and efficiency of time to the public as users. They provide a positive response and the program is relevant to their needs in the context of public service in the post-pandemic era.*

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## 1. INTRODUCTION

Population Administration is a series of structured and controlled activities in the issuance of population documents and data through population registration, civil registration, management of population administration information, and the utilization of the results for public services and the development of other sectors. The definition of population administration as mandated by the Palangka Raya City Regional Regulation No. 4 of 2016 can be understood that population administration is important because it is related to population document issuance activities. This document is very much needed by the community. Aside from being a proof of

residency, it is also a requirement for the community to be able to use all government programs.

In an effort to reform public services that is continuously echoed by the Ministry of Administrative Reform and Bureaucratic Reform (KemenPAN-RB), local governments are asked to be able to create various public service innovations to better serve the community.

Innovation in the public sector is of interest to academics and practitioners of public administration (Osborne & Brown, 2011), because it is considered capable of improving the quality of public service (Damanpour & Schneider, 2009).

In fact, innovation in the public sector makes it possible for different groups to work together to improve the quality of services (Bekkers & Tummers, 2018).

There are about 180 articles related to public sector innovation in several countries containing the conclusion that the benefits of innovation are proven to increase organizational effectiveness and efficiency and are able to increase public participation. (De Vries et al., 2016). So, innovation becomes a key part of putting public services into place, especially when it comes to local government. .

The Mayor of Palangka Raya has a mission set out in the Regional Medium-Term Development Plan (RPJMD) of the City of Palangka Raya for 2018–2023, one of which is to realize all elements of a smart society, which includes improving the quality of public services. So, to realize this, innovation in public services is the focus for improvement.

The moment of the COVID-19 pandemic is also a momentum in order to improve the quality of public services. The bureaucracy is now entering a new face along with the implementation of the adaptation phase of *new normal*, in which a condition of society can return to activities with a new design. Public services are increasingly required to provide excellent service in line with the new normal adaptation protocol (Taufik, 2020). Innovation is a necessity for the government to continue to improve the quality of services in the post-pandemic period (Verganti, 2020).

The Department of Population & Civil Registration of Palangkaraya City is one of the spearheads that are encouraged to create public service innovations in the

field of population administration. One of the service innovations developed is "*Anak Itah*". The innovation is a population administration service in the form of priority issuance of three population identities for newborns, namely: birth certificates, family cards, and child identity cards.

The resident document is the key to every baby's access to health insurance. There is still a public perception that the management of population documents is complicated, difficult, and expensive, which causes the community not to immediately take care of it. This has an impact on preventing babies from getting health insurance and not fulfilling the rights of babies to get population documents, and the coverage of baby birth certificate services does not reach 100%.

The task of public sector managers in modern government organizations is to create public value (Moore, 1995). This is in line with the argument of O'Flynn and Wanna (2008), which states that the paradigm of contemporary public sector organizations has shifted from a new public management theory to a theory of public value creation. There are three strategies that must be carried out by public sector organizations in the context of creating public value, namely: first, creating substantive value from a service delivery; second, gaining public legitimacy in a sustainable manner; and third, the service is able to be operationalized administratively and procedurally (Moore, 1995; Moore & Khagram, 2004).

Public value creation is a top priority for public sector managers. This

is similar to private sector managers. Public managers must have holistic knowledge to provide services with an emphasis on the values expected by the public (Bojang, 2020).

Several academics have used this concept of public value in various cases, such as the development of a personnel information system at the Ministry of Home Affairs (Eka dkk. 2021), the case of an infrastructure project in Yogyakarta (Khanifah, 2019), the case of public and private partnerships between the city government and Go-Jek (Kurniawati & Kustulasari, 2021), the development of digital governance at the village level (Herdiana et al., 2022) and concerns the service of Perusahaan Daerah Air Minum (PDAM) in Tangerang Regency (Arsid dkk. 2019). However, there are not many public value studies on service innovations that are locality-based and have distinctive characteristics such as the "Anak Itah" program. Therefore, this study aims to fill the gaps in the previous studies.

Based on the explanation of the background above, along with a review of several comparative studies that looked at the same topic, this study aims to explain the suitability of the service innovation "Anak Itah" from the perspective of public values in the City of Palangka Raya. Furthermore, this study also aims to describe the obstacles to implementing the program.

This research is important to do because it theoretically enriches the scientific treasures of public administration, especially on the concept of public value. Meanwhile, practically, it is hoped that it can provide recommendations to the Palangka Raya City Government in order to

achieve the vision of an innovation-friendly city.

## 2. LITERATURE REVIEW

### Public Service Innovation And Local Wisdom

Innovation, if traced historically, is a word that is more familiar in the business sector and industrialization, which is understood as a new method, new technology, or new way to strengthen competitiveness in order to win economic competition (Fagerberg & Mowery, 2006). So it is not surprising that the founders of innovation theory associate innovation with invention and entrepreneurship. They argue that in order to produce a product that is worth selling, an innovation is needed, which is an accumulation of optimizing human resources, financial resources, and knowledge resources (Drucker, 2017; Joseph Schumpeter, 1942).

In the course of innovation, the concept of innovation began to be adopted by the public sector. Public sector innovation is specifically understood as the ability of the public sector to create and implement new processes, new products, new services, and new methods of service activities for the public. In the end, the results emerged in the form of a significant increase in the benefits felt by the community regarding the quality of these service innovations (Mulgan & Albury, 2003). Innovation is understood as a different process than development, namely as a radical discontinuity. There are several types of innovation in the public sector, namely process innovation, service product innovation,

governance innovation, and conceptual innovation.

There is a distinguishing feature between public and private sector innovation. The difference can be traced to the implementation model, where public sector managers are encouraged to produce public goods, namely services, by improving performance to achieve efficiency and create value for the public in the form of community satisfaction. Although in fact, the public sector does not focus on creating competitive advantage and non-profit orientation (Pratama, 2020).

The public sector actually requires innovation to meet the needs of an increasingly dynamic society. At the practical level, the public sector innovates not only in order to survive in the face of change but also to safeguard the public interest. The public sector uses different tools and methods, like those used by businesses, to help organizations reach their goals more effectively and efficiently (Suwarno, 2008).

In public-sector organizations, innovation is defined as a type of service breakthrough, both original creative ideas and adaptations or modifications that provide benefits to the community, either directly or indirectly (PermenPAN-RB No. 30 Tahun 2014). In other words, public service innovation itself does not require a new discovery but can be a new approach that is contextual in nature in the sense that innovation is not limited to what ideas and practices emerge from nothing. They can be in the form of innovations resulting from the expansion or improvement of the quality of innovation which exist (Hidayah, 2018).

In the contemporary trajectory of public sector innovation, especially in the mainstream of decentralization, it encourages local governments to come up with new service products based on local values. This is understood by experts as an empirical fact of the emergence of local-style public administration or for those familiar with the term Indigenous Public Administration (IPA). According to the academic group, they optimistically believe that this concept is urgent as a western-style Weberian counter theory. (Suripto et al., 2021).

Furthermore, they said that the results of studies in Indonesia and China showed that Indigenous Public Administration (IPA) practices helped to solve public problems such as social, economic and political issues, especially in local aspects. In the context of Indonesia, the practice of Indigenous Public Administration (IPA) is now starting to be adopted by public sector organizations into an idea for the development of public service innovations (Hasniati dkk. 2020; Kusuma 2019; Rengifurwarin, Z. A., & Rolobessy 2021).

### **The Public Value Theory**

Professor Mark Moore of the Kennedy School of Government formulated the idea of public value to investigate how public organizations put public value concepts into practice. Public participation is highlighted, and the idea that public services are distinct from private competitive markets is emphasized. Public value was created to give government officials a



straightforward tool for defining their mission. Furthermore, public value is intended to encourage public managers to reflect on the importance of their service and how it might be improved through sound leadership (Yotawut, 2018).

Public values encourage public officials to consider the benefits and costs of public services not only in terms of profits, but also in terms of how government actions affect important civic and democratic principles such as equality, freedom, responsiveness, transparency, participation, and citizenship. In the same way, public value also seeks to give public officials the ability to speak out about the benefits of government action while overcoming the limitations inherent in creating efficiencies that align with the private sector (Karunasena et al., 2014).

The creation of public value in service innovation shows the urgency of the existence of the concept of public value as the expected outcome and outcome of the performance of public service innovation. Public value was first coined as an attempt to develop a theory for use in the debriefing of executives or public sector leadership. The main objective is to build a strategic management framework for public sector managers (Moore & Khagram, 2004).

Moore's work also emphasizes the two distinct environments in which the actions of public managers take place. The task environment is constructed as a domain in which innovative public managers see problems to be solved, improvements in social conditions, or the enforcement of community rights. This is where the public value proposition is formed (Moore, 1995). In addition, public managers are also associated with an

authorization environment made up of actors who can provide legitimacy and support, or veto, these claims for value creation. Authorization environments tend to be dynamic rather than static, moving far beyond formal lines of authority and including various actors such as legislators, interest groups, clients, other parts of government, regulators, community groups, or the general public.

Recently, public value is understood as an attempt by public service providers to position the community as "citizens" within the framework of a democratic state. A public service must continue to innovate, involving "citizens" and mainstreaming public satisfaction. This involvement is understood as customer-oriented service, namely the public as citizens who need to be given the best service, and they have the ability to contribute to the development of public service innovations (Crosby et al., 2017; Torfing, 2018).

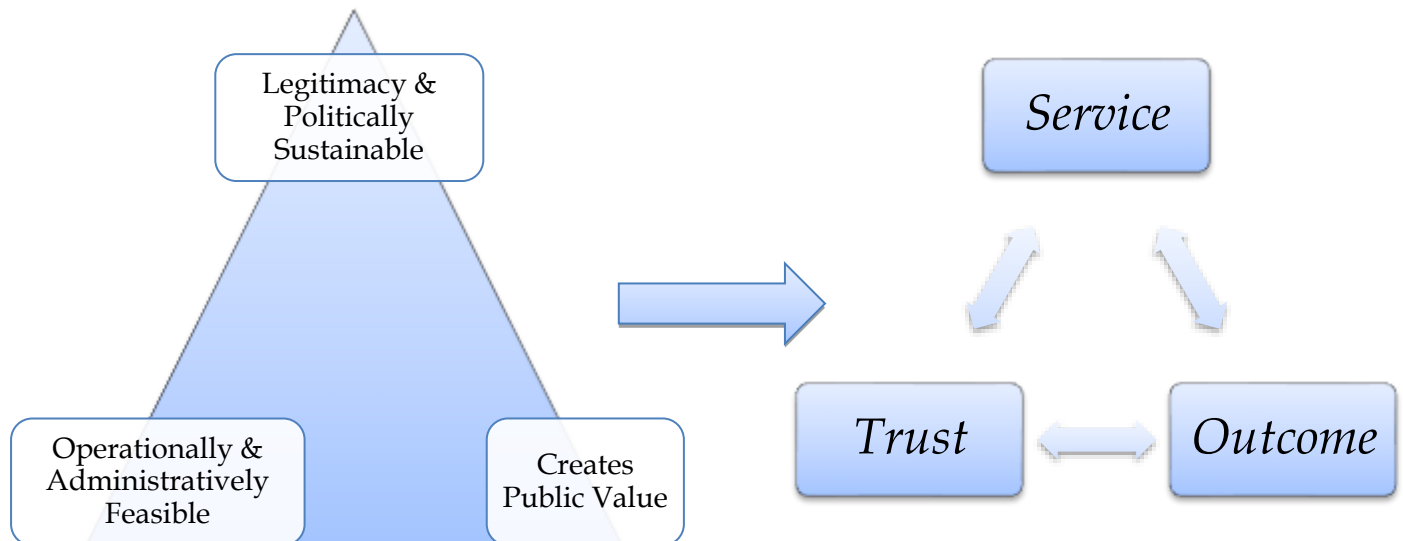
The term "public value" is increasingly being used by scholars recently. There have been many experts and practitioners who have paid attention to one of the areas of study of this public administration science. Public value has the capacity to assess the performance of public services from the point of view of citizens, and because of the quality of these public values, the concept of public value has become very popular in developed countries and even in developing countries to evaluate the performance of public services. Public value is used to measure the total impact of government activities to create value for its citizens. This concept really helps

the government to develop good relations with citizens to improve policy decisions (Kelly et al., 2002; Muers, 2018; Wahyudi, 2016).

The area of exploration of the concept of public value is getting wider, namely; basic concepts, politics, organization, and management in the public sphere. Thus, public values can even be called a new paradigm in the context of contemporary public administration (Bryson and Crosby 2014). Furthermore, the

values of speed that are characteristic of the development of digital governance have also become a popular area of research for public value researchers (Panagiotopoulos et al., 2019). Support and legitimacy, operational capability, and public value are all interconnected in Moore's (1995) work, which he calls the "strategic triangle" as shown in figure 1. This is a reference for public managers in the creation of public values.

**Figure 1. Strategic Trilogy of Public Value**



Sumber: Creating Public Value: Strategic Management in Government (Moore, 1995; Moore & Khagram, 2004)

Conceptually, the creation of public value in the public sector is described as a strategic triangle, where these three strategies must be able to be created by public sector organizations in order to provide services to the public. The process of three strategic elements in the creation of public value dynamically. So, a public sector manager must be able to build

public legitimacy and political support on an ongoing basis. Then the services

provided must be able to be operationalized so that, in the end, they are able to create public value. The value created can generally be measured by the service user community's experience on three key indicators, namely service, trust, and outcomes (Moore, 1995).

Public value isn't just the satisfaction that the public gets from things that are good for the economy; it's also a lot more than that. For example: (Benington, 2009): First, ecological value - the enhancement of

society as a whole through the prevention of environmental harm and the promotion of sustainable development. Second, political value - enhancing the common good by encouraging and facilitating civic discourse, public debate, and citizen involvement. Third, economic value - enhancing the public good by creating jobs and economic growth. Fourth, social and cultural value - improving people's lives and the state of the world as a whole by bolstering their social capital, social cohesion, social interactions, social meaning, and cultural identity.

### 3. METHODS

The focus of this research is to examine the suitability of the innovation of the "Anak Itah" program from the perspective of public values. So the research approach chosen is qualitative, which is assumed so that researchers can be flexible and free in an effort to obtain relevant data and facts holistically. The research strategy is a case study referring to the setting of the "Anak Itah" program, which specifically has unique and local characteristics typical of the City of Palangka Raya.

The location of this research was conducted at the Office of Population and Civil Registration of Palangkaraya City, which is located on Jl. G. Obos XI/Ir. Soekarno Palangka Raya 73111 Central Kalimantan, Indonesia. Data mining was also done at hospitals that were partners in

the "Anak Itah" program. These hospitals were RS. Awal Bros Betang Pabelum Palangka Raya and RSUD Dr. Doris Silvanus, both in the province of Central Kalimantan.

Data collection techniques using observation and in-depth interviews and documentation. Key informants involved in this study consisted of internal and external Department of Population and Civil Registry of Palangka Raya City. There were six informants from internal offices, consisting of the Head of Department, Secretary of the Department, Head of Data Utilization and Service Innovation, Head of Service Innovation Section, Head of Birth Section, and Head of Cooperation Section. Meanwhile, informants who came from external agencies, namely: Director of partner hospitals from the "Anak Itah" program, representatives of the field of cooperation, file pick-up officers, and service users.

Data analysis used an interactive model, which consisted of field data collection, data reduction, and drawing conclusions (Miles et al., 2014). For the validity of the data, triangulation techniques are used. This means combining data and information from different sources and data, where data is gathered from one source to another very closely. Then, the evidence from these sources is checked to find out what it means and how to interpret research problems.

### 4. RESULTS AND DISCUSSION

#### The Innovation of the "Anak Itah" Program from the Perspective of the Strategic Trilogy

The Department of Population and Civil Registration of the City of Palangka

Raya has the main duties and functions as well as the authority to issue population documents. The governance of the "Anak Itah" service innovation is to focus on providing priority services to people who give birth at hospitals and have collaborated in the issuance of three important documents, namely: Birth Certificates, Family Cards, and Child Identity Cards.

This service innovation, which has been running since 2018, is the result of a collaboration with the Awal Bros Betang Pabelum Hospital in Palangka Raya. This kind of collaboration will continue with several hospitals, health centers, and other maternity clinics in Palangka Raya City. Currently, there are two hospitals that have collaborated with the Government of Palangka Raya City, namely Awal Bros Betang Pabelum Hospital Palangka Raya and dr. Dorys Silvanus Hospital, both in Central Kalimantan Province.

The "Anak Itah" service innovation is an innovation in the integrated service system for population documents with delivery and membership of the Health Insurance Administration Agency (BPJS). Baby data entered at the hospital's delivery service counter through the "webdesk" will be sent directly to the population database to process the Population Identity Number, Family Card, Birth Certificate, and Child Identity Card. Residents who give birth at the hospital who bring the requirements for a family card, a photocopy of the identity card, the identity of the husband and wife, a marriage certificate, and a copy of the identity card of two witnesses at the time of registration for childbirth at the hospital will get integrated services, namely childbirth services. birth certificate from the

hospital, identity card, family card, birth certificate, and child's identity card.

Thus the 3 in 1 "Anak Itah" program will make it easier and faster for people to register the birth of a child, get a population identification number, a family card, and a child identity card, so that the welfare of the baby and family increases. In addition, the coverage of birth certificates and the accuracy of population data have also increased because data on births of babies in hospitals will be directly sent online into the population database.

### **Legitimacy & Political Sustainably**

Innovation in the field of civil registration and population administration is the focus of the Mayor of Palangka Raya in order to realize Palangka Raya City as an Innovation-Friendly City. This was welcomed by the Head of the Population and Civil Registration Office of the City of Palangka Raya, who expressed his commitment to continue to create and strengthen the climate of innovation in the department he leads.

The strategic vision of the Mayor of Palangka Raya is to realize Palangka Raya as a smart city with a technology perspective. The vision was initiated by ordering all institutions within the Palangka Raya City Government not to be "allergic" to innovation as the "biological child" of the acceleration of information technology.

Acceleration of information and technology is important to realize the mission of the prestigious mayor. Palangkaraya City has great potential because it acts as the administrative





capital of Central Kalimantan Province. The concept that has the potential to be developed is a smart city with local wisdom. This city has a lot of local wisdom that has the potential to collaborate with the acceleration of information technology.

This mission is, of course, a gradual project because it has to take into account the regional budget. Then also, Palangka Raya City has its own uniqueness because it has a typical urban face typology, namely urban, rural, and forest faces. This is both a chance and a challenge to plan how the city of Palangka Raya will grow and change in the future.

Innovations in the government sector, according to the author's observations, will get strong legitimacy from the people of Palangka Raya City. This is supported by models and capital. The mayor's leadership model is relevant to the millennial spirit because the age is still relatively young. Then, from a capital point of view, this city has strong social capital in the form of the growth of communities based on hobbies and the creative economy sector supported by millennials. The millennial generation is considered capable of being a stimulant in order to generate creativity and innovative ideas so as to support organizational strengthening towards success (Hui dkk. 2020).

The existence of these communities is a positive capital for leaders, in this case, the Mayor of Palangka Raya, to be able to make political decisions. especially in terms of policies related to strengthening the innovation climate of the public sector. The service innovation climate of "Anak Itah" needs to have a sustainable political climate. So, the legitimacy of the people of Palangka Raya City is very important in

order to provide full support to the Government of Palangka Raya.

### **Operationally & Administratively Feasible**

The Department of Population and Civil Registration of the City of Palangka Raya already has the Population Administration Service Standard and Standard Operating Procedure (SOP) for every service innovation application, including the implementation of "Anak Itah" innovation.

According to the Head of the Population and Civil Registration Office of Palangka Raya City, all forms of service have referred to the Decree of the Head of department number: 065/38.a/DKPS/I/2017 concerning Standards for Population Administration Services in Palangka Raya City. So, technically, the rules for the "Anak Itah" program are already operational. The innovation of the "Anak Itah" service based on standard procedures is given priority in one day for completion. With a note that the required file requirements are complete and the official concerned regarding the ratification is in place. ditempat.

The "Anak Itah" program is a superior service so that compliance with procedures continues to be emphasized to the apparatus involved in implementing the program. However, obstacles in the field often cause this service to not be fully optimal. For example, parents who have given birth to babies at the cooperative hospital have not yet determined the name of the baby in question, because it is related to cultural factors in the community that have not immediately decided on a

name. This is in line with the culture of the people in Palangka Raya City who are used to receiving input first regarding names from traditional elders and parents in their hometown.

Service standards that become references are increasingly important in order to maintain service quality in this new normal and post-pandemic era. According to the Head of the Population and Civil Registration, in the midst of the pandemic wave, the number of people who took care of population administration directly at the office was felt. So that the Department as a service provider must be able to adapt by providing alternative services through an online system. In addition, to provide a sense of security for the community, the Office designed a service room with strict health protocols, such as spaced seating, preparing masks and hand sanitizer, and preparing a place for soap and hand washing before entering the office.

Meanwhile, there are several complaints from the public regarding their domicile. At the time of data mining in the field, the researchers found informants who stated that they had difficulty taking care of population documents related to babies because they lived outside the city of Palangka Raya.

These obstacles are due to the limited scope of the "Anak Itah" service program which can only serve the community within the scope of the City of Palangkaraya. In the future, the "Anak Itah" innovation will be synergized with the database at the Department of Population and Civil Registration of Central Kalimantan Province level, so that it will be able to serve the community with a wider scope.

The innovation of the "Anak Itah" service also requires the capacity of a qualified information technology system. Because the implementation must always be related to information systems that are interrelated with each other. Department of Population and Civil Registration as a leading sector needs to open a collaboration space with the Department of Communications and Information. This is important in order to realize the vision and mission of the Mayor of Palangka Raya which prioritizes an adequate information technology system.

### **The Creation of Public Value "Anak Itah" Program**

The creation of public value is assumed to be in the aspect of the ability of service providers to meet public expectations of services in the form of satisfaction with services. Referring to Moore's (1995) concept, there are three key aspects to describe the creation of public value in the service innovation of "Anak Itah", namely: service, trust and outcomes.

#### **Aspect of Service**

The service innovation of "Anak Itah" has a value or "picks up the ball", meaning that there are special officers assigned by the government to hospitals that have been visited by the service. Furthermore, the officer coordinates with the hospital to integrate data on the population that gave birth. After the work, the family concerned is asked to complete the requirements to get the priority service "Anak Itah".

The requirements and service procedures are clearly informed by the government party through the media directly at the office or through electronic

media such as the official website of the government of Palangka Raya City. Information is also displayed openly in the two hospitals that are collaborating.

In the era of accelerating information technology, government also uses various social media platforms, such as Instagram, Facebook, Twitter and YouTube. This is a step for government to improve service quality. Especially in the digital era like today, people's expectations are very high to get quality services.

In the concept developed by Moore (1995) services can be considered quality if they are able to create values, such as public information disclosure, justice and legal certainty. In line with this concept, the reality on the ground shows that the parties involved in the innovation of the "Anak Itah" service have been able to create the values of a good public service.

Government of Palangka Raya city has provided information optimally as evidenced by the existence of social media channels outside the website which they often use to convey information. The principle of justice is also the spirit of innovation in the "Anak Itah" service, where there is a value of gender equality in the form of more attention to service targets, namely mothers who have given birth in a hospital.

The principle of legal certainty is reflected in all service activities in the context of "Anak Itah" which has been guided by standard procedures that have been standardized so that it becomes a reference for officers to provide optimal services.

### Aspect of Trust

The dimension of trust is very important because one of the government's

tasks is to maintain and increase public trust in the services provided. The COVID-19 pandemic presents a very tough test for the government because it creates very high uncertainty. So that people's expectations of the government's presence increase.

Based on observations and in-depth interviews as well as documentation, the researchers found increased trust from the community towards the "Anak Itah" program. They appreciated that the name of the service was taken from the local language vocabulary, namely Dayak language, where "Anak Itah" means "our child".

According to the Head of Population and Civil Registration of Palangka Raya, philosophically, the name for the service innovation "Anak Itah" is to give value to the local wisdom of the Dayak tribe. The main goal is for the community to feel "own" to the service innovation. Departing from that, it is hoped that the community can provide positive feedback to the development of service innovations in the future.

In line with one of the informants who use the service, he said that "*ikei ije kuluarga sanang dengan tege pelayanan jituh, awi ikei melai kejau pelayanan jituh, awi ikei melai kejau bara kota, dengan tege pelayanan jituh tau mahemat waktu ike*".

If it is translated in Indonesian, it is "we as a family are happy with this service, because we live far from urban areas. So with this service it can save time." This shows that the social and cultural impact is also very good from the presence of this program innovation. Because the local Dayak community "feel ownership" of this program. In general

they get appreciation from the government.

The value creation model by emphasizing local elements provides additional scientific treasures, especially the comparative concept of public administration. The discipline of public administration, especially in developing countries, is strongly influenced by limitations in the practical aspects of the public administration model that are too biased towards the success of developed countries.

Indeed, Indonesia has strong capital in order to develop a model of indigenous public administration which in this context is public service innovation. Indonesia as a country consisting of various tribes and cultures has an alternative paradigm in order to strengthen the potential of local wisdom in supporting the success of every government service innovation (Kahrisma Nugroho, 2018; Saputra, 2019; Suropto et al., 2021).

The value created by the service innovation of "Anak Itah" is in line with what is described by Benington (2009), according to him, in public service the value created can be in the form of creating social and cultural values, where a service innovation is able to contribute to strengthening the social capital of the community. The public's sense of trust has increased because the innovation of the "Anak Itah" service is considered capable of meeting their expectations.

In the era of technological development, where information is rolling in very quickly, social capital becomes important as a bridge connecting relations between people. So that it becomes an awareness for the government to create positive public values so that the information circulating in the community

will also be positive regarding the public's assessment of government service programs.

Furthermore, the value created by the service innovation of "Anak Itah" is also able to strengthen the cultural identity of the community. As already mentioned, the name "Anak Itah" received a positive response from the community because it was considered relevant to the public service model with a taste of local wisdom in the city of Palangka Raya.

### **Aspect of Outcomes**

The dimensions of the outcomes can be shown by the benefits obtained by the community as service users. Based on observations and in-depth interviews, the community who use the "Anak Itah" service have received tangible benefits from the "Anak Itah" service. According to the community, the "Anak Itah" service provides satisfaction to the user community. As expressed by the user community, the "Anak Itah" service is an alternative to remain safe and comfortable in managing population documents during the adaptation period of new normal life after pandemics wave.

Service user informants also stated that this service provides convenience in an effective and efficient manner. Because they admit that they have spent a lot of time taking care of their wife's delivery. Especially during this pandemic, the situation and conditions at the hospital apply very strict health protocols.

Dimensi The dimensions of outcomes in the creation of public value are described by Moore (1995) that the success of public sector organizations is



at least able to meet the following indicators:

(1) The output of service innovation must be able to create efficiency, be effective and be able to be reached by the community. Based on observations and interviews as well as documentation, researchers found that community responses as service users positively assessed the innovation of the "Anak Itah" service because it was very effective in terms of time, then efficient from a cost point of view. However, in terms of affordability, it is still not optimal because there are still some people who cannot access this service because they live outside the city of Palangka Raya.

(2) The program is in accordance with the needs of the local community. The innovation of the "Anak Itah" service is in line with and accommodates the reality of the needs of the community, especially in the City of Palangka Raya. Public awareness for recording population documents is still low, so the government of Palangka Raya City continues to make innovations that aim to increase awareness while making it easier for the public to take care of all matters related to population documents.

(3) The ability of public sector leaders to translate the organization's vision and mission through measurable goals and objectives. The Head of Department Population and Civil Registration as the top leader in the government of Palangka Raya City plays a very vital role in order to lead all elements involved in the organization to realize the vision and mission. The substance of the vision and mission of the that organization is targeting the implementation of excellent service and creating service innovations. Based on the

research, it shows that the Head of Department has been able to be in line with the vision of the mayor so as to create a synergistic relationship as the legitimacy of the "Anak Itah" service innovation.

(4) Reducing dependence or minimizing the burden on society. Based on the results of the study, the innovation of "Anak Itah" service has been able to reduce the burden on the community. Especially for users, namely people who give birth in a cooperative hospital, feel that the service is able to minimize their burden.

Theoretically, this study strengthens the argument that public value has been seen as an important concept in the field of public administration and the findings in this study also help develop public value in other areas, especially in the aspect of service innovation based on local wisdom. However, the concept of public value has not yet penetrated into an "umbrella concept", but is still trapped in the process of contesting narrative rhetoric. Future research agenda is to expand public value to various dimensions and applications (Flynn, 2021). However, at least the concept of public value has empirically been qualified to become a tool analytic in assessing an innovation of public service based on local values. In other words, the study of public values also supports the existence of indigenous public administration.

## 5. CONCLUSION

Public value has become a solid theory, especially in the context of public service innovation. The implementation of "Anak Itah" has been able to realize

public values in the form of convenience and cost efficiency, as well as programs that have been relevant to meet the needs of the community in the era of adapting to new normal and the post-pandemic era, which are full of their own dynamics and complexities. In addition, public value has also been created in the form of increasing cultural identity through the innovation name "Anak Itah", which is taken from the local language of the Central Kalimantan Dayak tribe. However, there are still obstacles in the implementation, namely the limited reach of the program as well as the technical aspects of the internal institutions in the form of the capacity of apparatus resources that are encouraged to adapt to technological and information developments.

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